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**Hearings on Senior Executive Service**  
**April 12, 1984**

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OPENING STATEMENT OF REP. PAT SCHROEDER  
CHAIRWOMAN, SUBCOMMITTEE ON CIVIL SERVICE  
AT HEARINGS ON SENIOR EXECUTIVE SERVICE  
APRIL 12, 1984

Welcome to our third day of hearings on the Senior Executive Service (SES). Tomorrow will be our fourth and final day. I believe we have built a comprehensive record on the successes and failures of the Senior Executive Service. The Senate recently passed merit pay legislation which contains a number of changes in the SES system. The Subcommittee is open to suggestions concerning this measure. To solicit recommendations, I plan to mail copies of the SES provisions of the Senate passed bill to each of our witnesses and ask for specific recommendations. If anyone else wishes to comment, we would be delighted to have their views, as well.

Our witnesses today include two former Civil Service Commission chairmen, two senior executives who have received Presidential ranks from both President Carter and President Reagan, two present and one former academician studying the senior public service, and one former government official who worked his way up from a career GS-5 to a political Assistant Secretary. Today's witnesses will place the SES in a broader perspective and, in so doing, help us understand whether the problems with the SES lie within the design of the system or with the implementation of the law or outside the personnel system altogether.

Our first witness is Scotty Campbell, who is, more than anyone else, responsible for the SES.